



## **Strategic and Business Plan V4**

## Mission

*Artworks Granite Belt Inc. (AGB) is a creative community hub dedicated to building connections, inspiring new ideas, encouraging diverse visions and expanding opportunities. AGB offers learning experiences for its members & the entire community by providing a safe & supportive place where individuals and community groups can create, learn and display their creativity in a unique and inclusive environment.*

## The Vision

1. Become a community hub to fulfil cultural and creative needs of the Granite Belt Community.
2. To develop social enterprises compatible with the ethos of Artworks Granite Belt Inc.
3. To create awareness in the community of Artworks Granite Belt Inc; its community work and its value to the community, to provide and promote a value proposition to potential users of the artwork spaces, community and stakeholders.
4. Provide a place for entry/re-entry into the social and working community.

**The ETHOS** which will guide the enterprise is embodied in the following principles:

<b>INCLUSIVENESS</b>	<b>EMPOWERMENT</b>	<b>UNIQUENESS</b>	<b>DIGNITY</b>
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## VALUES & BEHAVIOUR IMPORTANT TO AGB INCLUDE:

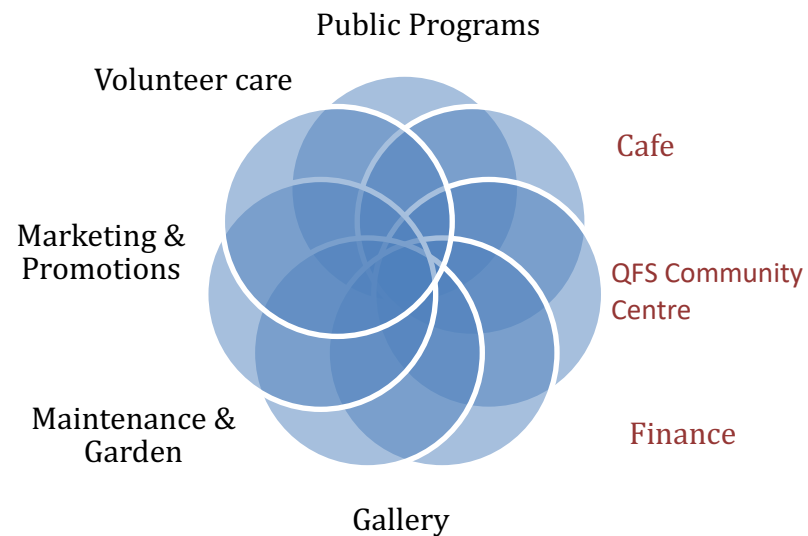
<b>Encouraging Learning</b>	<b>Creativity</b>	<b>Listening</b>	<b>Compassion</b>	<b>Respect</b>
<b>Supportive Culture</b>	<b>Sense of Place</b>	<b>Teamwork</b>	<b>Integration</b>	<b>Acceptance</b>
<b>Collaboration</b>	<b>Innovation</b>	<b>Enthusiasm</b>	<b>Individuality</b>	<b>Legality</b>
<b>Linking, Partnerships</b>	<b>Sharing</b>	<b>Care of the environment</b>	<b>Expression</b>	<b>Selfhood</b>
<b>Communication</b>	<b>Consultation</b>	<b>Fun</b>	<b>Civic pride</b>	<b>Safety</b>
<b>Welcoming culture</b>	<b>Minimising barriers to Access</b>	<b>Responsibility</b>	<b>Participation</b>	<b>Aspiration</b>

## FUNDING

Artworks' running costs are to be sourced from memberships, hiring of spaces, profits from the on-site café and grants.

## Organisational Structure

The Artworks Granite Belt Inc. volunteer Management Committee is responsible for the operation of the centre & is assisted in this by other volunteers. There will be subcommittees which provide representation & advocacy for their associated activity areas to the Management Committee. Each support & complement the activities of the other. Volunteers provide vital skills and labour for the centre and in return can benefit from the training and experience of working in the supportive environment of the gardens or Station Café & gallery.



# BUSINESS ACTION PLAN

## Goals & Strategies

**Goal: Become a community hub to fulfil the cultural and creative needs of the Granite Belt Community.**

Strategies:

1. Reach out & more comprehensively engage the wider Community via the following:
  - a) Identify and develop connections with social enterprises compatible with the ethos of Artworks Granite Belt Inc. & explore mutually beneficial joint projects.
  - b) Increase the community's awareness of what Artworks Granite Belt Inc. is doing within the community and its value.
  - c) Provide and promote a value proposition to potential users of the Artworks' space, community, and stakeholders.
  - d) Provide a place for entry/re-entry into the social and working community for those in need, who have disabilities, have been marginalised or simply find it difficult.

**Goal: Raise Funds to support facility improvements, cover running costs & fund new creative endeavours.**

Strategies:

1. Seek continuous grant opportunities.
2. Collaborate with strategic community partners such as QR, SDRC, Whistle Stop, U3A, GBSS, SRAG, Lions, and Rotary etc.
3. Continue to develop the café's quality of service, offerings & viability.
4. Seek opportunities to provide room space for other community organisations & individuals.
5. Initiate discussions with high schools and local disability organisations to explore possible use of students/clients to staff the café on weekdays as part of building capabilities in their educational program.

**Goal: Sustainable Management & service delivery.**

Strategies:

1. Establish 'sub committees' for operational areas of AGB & determine responsibilities.
2. A representative of each subcommittee to be on Management Committee
3. Standardise work processes & practises & ensure all staff are familiar with these as appropriate.
4. Provide staff training to create flexible confident workforce.
5. Ensure training and mentoring for new volunteers.
6. Prioritise volunteer recruitment.
7. Appoint a designated Work Health and Safety Officer to ensure wellbeing of all people involved with the organisation and recording of training status.

**Goal: Improve Service Delivery**

Strategies:

1. Continuous review of processes and procedures
2. Ongoing collection of data through feedback from volunteers, sub-committees, clients, and the broader community, to assess improvement/areas of need.
3. Regular volunteer debriefs.

# SPECIFIC ACTIONS & ACCOUNTABILITIES

**Time Frame Targets**    **Short = 6months**                      **Medium = under 12mths**                      **Long = within 3yrs**

**Review every 6 months**

AGB SERV ICE	GOAL	ACTION  Does this action align vision, mission service priorities?	RESULTS  What are we trying to accomplish?	PERFORMANCE MEASURES  What are the benefits to the community?	Time Frame	RESOURCES NEEDED	
<b>Cafe</b>	Upgrade café kitchen.	<b>Obtain</b> suitable café kitchen equipment.	A nourishing/interesting & affordable menu.		Short to medium term	Funding	
		<b>Develop</b> optimal workspace plan & implement	Profit margin is appropriate	Increased revenue Satisfied customers			
		<b>Implement</b> WHS policies and procedures	Safe workplace	Building capabilities of volunteers and work experience people. Resilience			
	Recruit volunteers	<b>Rosters &amp; teams</b>	Intelligent rostering		Volunteer retention	Short to medium term	Induction manual/process
		<b>Standardising</b> processes + training	Provide work experience			Now	"
		<b>Sharing</b> baking responsibilities around members.	Sufficient product for sale			Now	Recruitment strategy
		<b>Maintenance</b> roster.				Continuous Review	Survey of volunteers to measure their well-being/satisfaction Feedback from teams
	Community ownership of the facility	<b>Promote</b> facility for functions	Extended opening hours		Increased public awareness and use of the facilities	Short to medium term	Marketing plan
		<b>Create &amp; distribute</b> promotional material.					
		<b>Market/advertise?</b>					

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<u>Gallery</u>	interesting and engaging displays that showcase local art	<p><b>Create</b> hanging team</p> <p><b>Educate</b> team in hanging/WHS</p> <p><b>Invite</b> learning opportunities</p> <p><b>Changeover</b> art works about 4 times a year</p> <p><b>Make contact with new artists to exhibit</b></p> <p><b>Improve</b> lighting in Café Gallery</p> <p><b>Display</b> memorial material for Ann-Marie in dedicated area</p>	<p>Income from sales commission</p> <p>Local artists showcase</p> <p>Place where all creativity is valued</p> <p>Better presented displays</p>	<p>Positive comments, sales</p> <p>Survey and feedback from Gallery Sub – committee</p> <p>Visitors comment book in the gallery</p> <p>Honour the artwork</p> <p>Recognition of a special person’s value in our journey</p>	<p>Short and long term</p> <p>Now</p> <p>Ongoing</p> <p>Ongoing</p> <p>Completed</p>	<p>Artists</p> <p>Volunteers</p> <p>Comments Book</p> <p>Grants</p>
<u>External space</u>	Improve amenities/ new storage	<p><b>Provide</b> suitable seating and shade cover</p> <p><b>Continue</b> purchase of suitable plants, mulch etc.</p> <p><b>Approach</b> men’s shed to construct seats, covered area?</p> <p><b>Investigate</b> open gate daily to allow ready public access</p> <p><b>Repair</b> of Pickle Ball court</p>	<p>Increased public use</p> <p>Water storage</p> <p>Amenity</p> <p>Security</p>	<p>Usage of gardens &amp; surrounds</p> <p>Survey and feedback from the Garden Sub-committee</p> <p>Local use of the garden area</p> <p>Pickle Ball Court safe to use</p>	<p>Medium term</p> <p>Ongoing</p> <p>Long term</p> <p>Complete</p>	<p>Site plan</p> <p>Funding</p> <p>Negotiation with stakeholders</p> <p>Volunteers</p>



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<b><u>Community Building - Collaborative leasing of QFS</u></b>	To acquire use of a new building provides greater security and likelihood of continuation	<b>To</b> research any available and appropriate premises or additional QR buildings.  <b>To retain the ability to</b> obtain funding to lease an alternate premises if station becomes unavailable.  <b>Ensure</b> financial viability for repayments of any future loan.	Acquiring a lease on this premises makes it possible to apply for future grants for its upgrade as a community hub  Stable community hub.	Achieving regular, stable income  Fellow stakeholders come on board  Lease agreement obtained from QRAIL	Long term    In place	Lease agreement  Community support  Business strategic and operational plan.  Grants  Community cooperation  Human resources.  Architectural plans
<b><u>Arts Program</u></b> A broad Arts program which encompasses a wide variety of disciplines to suit all age groups and abilities.	Offer a broad range of arts-based workshops, programs and events	Develop arts program.  Source both local and regional presenters and facilitators.  PR.  Implement program.  Celebrate skills	Increased enjoyment and well-being of the community.  Uptake of art-based workshops by community.  Increased membership	Varied calendar of events.  Public participation  New income  Media coverage.	Short term   Medium term  Long term	Funding  Skilled workshop facilitators.  Volunteers  Facility manager

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<u><b>Social Exchange Opportunities</b></u> AGB offers a space where people can meet and come together in a welcoming, inclusive and safe environment.	To increase opportunities for socialising with increased space offering more opportunity for social functions.	Promote AGB as a socialisation venue  Offer the space for a wide and varied programs and events of interest to the community.	More connected and socialised community.  Central meeting place for the community	Increased use of Artworks facilities  Survey and feedback from the organisations who utilise the space	Short to medium term	Promotion  Networking  Schedule of fees/charges  Plan for management
<u><b>Governance</b></u>	Member ownership of outcomes and loyalty to AGB  Improve communication	<b>Minutes</b> of meetings to be provided in a timely fashion.  <b>Review</b> Strategic plan every 6 months. <b>Develop</b> a budget.  <b>Delegated</b> authority clearly defined.  <b>Sub committees</b>  <b>Newsletters.</b>	Better Communication  Clearer understanding of mission  Volunteer ownership of AGB decisions  Stronger and more cohesive management committee	Records kept.  Regular opportunities for members to offer ideas/feedback  Regular communication via email/newsletter	Ongoing  Short term  Now  In place	Calendar of events  Media hard copy  Social media-Facebook  Promotion and marketing.  Reports